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**厦门大学**

硕士学位论文

**基于胜任力模型的 CF 公司研发人员培训  
体系优化研究**

**Optimization Based on Competency Model CF R & D  
Personnel Training System**

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## 摘要

随着经济、技术的发展，企业间的同质化竞争越来越严重，尤其是期货、证券等金融行业，竞争将更加残酷。对于管理者而言，如何高效的配置企业资源，构建企业的核心竞争力，成为了企业可持续发展的关键。

本文以 CF 期货有限公司为研究对象，引入胜任力模型，在进行胜任力建模和检验的基础上，对该公司现有的培训体系进行优化升级。

在胜任力的建模过程中，笔者先在公司内部组建专家小组，通过对企业文化和岗位职能说明书进行解读，初步构建基于 CF 期货公司研发人员的胜任力模型初稿，然后通过行为事件访谈法收集公司研发人员胜任力要素，运用统计分析法，对收集到的胜任力要素进行编码，通过编码结果对胜任力模型初稿进行修正完善。最后通过同时效度检验对模型进行验证。模型建立后，对公司现有培训体系进行了详细的分析，使用胜任力模型优化了培训体系的各组成部分，包含了培训需求分析、培训计划制定、培训组织实施、培训评估及培训效果转化等方面。

由于胜任力模型对培训需求的针对性，新培训体系的培训效果相比原培训体系有明显的提升。

**关键词：**胜任力模型；研发人员；培训体系

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## Abstract

The competition among enterprises is upgrading with the development of economic and technology. The competition is even more brutal in high risk industry such as futures and securities. How to build core competitiveness and utilize human resources efficiently is very important for managers to the operative their enterprises sustainably.

This paper take CF Futures Co., Ltd as the research object, using Competent Force Model to optimize and upgrade the training system.

In the process of modeling, firstly the author set up a experts team, then built draft of R & D personnel competency model according to corporate culture and job description.

Coded competent factors collected by behavioral-event-interview through statistical analysis. After that, amendment the draft according to the results of coding. Finally, verified the model through concurrent validity test. After the model was completed, the author analysed the training system specifically, used Competent Force Model to optimized all apartments of training system, including analysis of training needs, training plan, training implementation, training evaluation and training effect transformation.

The new training system is more efficiency owing to Competent Force Model's concentrating at the demand of training.

**Keywords:** competency model; R & D personnel; Training system

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